

MEMORANDUM FOR: Mr. Noel Firth

SUBJECT : OIA/MAG Luncheon, 8 July 1977

General comments about the luncheon were very favorable. Most attendees remarked that they were pleased at the informal atmosphere of the meeting, and felt comfortable in asking questions and commenting on answers. Everyone felt that the time was well spent. We felt that it was especially useful to have the Director comment on the direction OIA was heading, its relationship to other offices in the DDI, and the mechanism being established to increase cooperation between OIA and the other DDI offices.

There were several items especially mentioned as being of interest. The fact that OIA was going to establish some guidelines for formal coordination with other offices was regarded as important. The discussion about the PI Note procedure was also important. Discussion of the branch chief and backup branch chief position responsibilities as viewed by the front office was of interest to the analysts as well as the branch chief present.

24 June 1977

Participants in MAG Luncheon  
Friday 8 July  
1200-1400

TEAM A

TEAM B

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ALTERNATES

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1 July 1977

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Questions presented for the 8 July Director's Luncheon  
with OIA Personnel

I. Promotions, Overtime and Other Benefits

1. What are the qualifications for a QSI? How is the QSI viewed - as a reward for outstanding work, a stimulus for people in deadend positions, or something else. Are the guidelines for QSI's applied uniformly? It appears that exceptional performance in one branch or division is only "doing your job" in another.

~~2. Will OIA personnel be able to work Escort Duty again if so when - if not, why not?~~

~~3. What possibilities exist for support people dealing with film to participate in one-day trips such as the recent visit to [redacted]~~

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II. Management

1. How is the role of Branch chief viewed? Is he a manager? Should he be intimately involved in on-going projects?

2. Is there an OIA policy regarding the backup branch chief position? What are the jobs responsibilities? Is it a preparation or tryout period? Is it a reward in lieu of a promotion?

3. Concerning Branch Problems--Is there a policy on branch transfers? Who initiates the action?

4. How can we demonstrate leadership potential without being given some experience? How is the assessment made of who has leadership qualities and who does not?

5. Does OIA have an upward mobility plan? Why are people brought in from other DDI components to fill positions people already in OIA could fill?

6. Will the use of division secretaries as fillers up front be a permanent arrangement? It is felt that the current arrangement interferes with divisional duties.

7. Are clerical/support positions viewed as deadend positions by management? What can the individual who is in one of these positions do to advance? (i.e. courses)

AOP  
Support to  
external training

8. It is anticipated that new report guidelines will place an additional burden on clerical positions. Will more help be provided?

9. What are the qualifications for slot upgrading? Who makes the decisions?

10. What efforts, if any, are being made to bring more qualified blacks/women into professional positions within OIA? Why are there currently so few black professionals in OIA?

### III. Production

1. Concerning time spent on film assimilation--Can't something be done to emphasize to NPIC the need to get our computer paperwork here on time? All the preplanning, all the cutting teams, all coordination, goes for naught if we are lacking computer lists. More time was lost [redacted] due to missing paperwork than would be saved by most of the suggestions for reducing assimilation.

Not  
basically  
an NPIC  
problem.  
EK problem

2. Concerning PI Notes--How are they produced now? What are the procedures?

Most analysts submit notes because of the exposure it gives them. They want to show the Deputy Director or Director an example of what they are doing. This personal motivation is lost if there is no personal contact between the front office and the analyst.

3. Concerning Production--Shouldn't the analyst get to proof his work before it goes to print?

and I meant  
by proof copy?

Some notes in the past have not been seen by the P.I. before headquarters is calling about some inadvertent error.

4. Concerning Production--What type of analysis do you see the various divisions doing?

For example. MSD could become more involved in estimating missile production. Computer programs are available which could be used and [redacted]

For example. ERD could branch out and serve more elements of the intelligence community.

5. Concerning Branch Problems--Is there some way that production efforts of the branches could be exchanged?

There are several reasons for this question. First, it would allow branch chiefs to determine how the analytic efforts of their personnel compare with the efforts of other analysts. (A guide to quality). Second, it would allow everyone to judge the

production level of their counterparts. Right now it is difficult for an analyst to determine how much he should be producing, versus his counterparts in the office. (Some branches circulate a bi-monthly folder containing all written correspondence sent out of the branch during the period. Perhaps these should be given wider dissemination. Not all branches need contribute a folder, but the more the better.) Third, the products of others may stimulate ideas for new production or for ways that one branch could complement the work of another.

6. What are the views of the Director of OIA on the issue of quality vs quantity of the product?

7. Do you believe that OIA is now conducting itself as an office in fact or in name only? It appears that we have changed our name but that this has had little effect on the way things are run.

*Explain  
some*

IV. Communications

1. We would like to see additional communications from management down to local level on all issues from general intelligence information to specific projects or problems. Many people have no idea how their work is viewed by the management in OIA or by consumers. It appears that some one along the way makes the decision for people on what they need to know and what they do not--even on projects they are specifically involved in.

2. Is any vehicle provided for feedback from prior meetings as to questions asked or answers--if so what is it if not why not?

V. General

1. Why do overseas assignments seem to be bound by the Directorate? What is the policy on DDI people serving overseas?

2. What ever happened to the BlueBird to Headquarters idea?

*who do we want it? For us  
to get to Hqs. or vice versa?*

Comments on Questions for 8 July Luncheon

I. Promotions, etc.

#3. What possibilities exist for support people dealing with film to participate in one-day trips such as the recent visit to [redacted]

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Support people used to be able to attend such trips, although the practice had stopped by the time I came to CIA in December 1973. I think they should be able to go from time to time to broaden their horizons a bit and also to relieve the tedium of their jobs. I think this should apply not just to those who handle film but to support people across the board.

II. Management

#8. It is anticipated that new report guidelines will place an additional burden on clerical positions. Will more help be provided?

I don't know exactly what is meant by this question. Changes in typing format are minimal and easily learned (e.g., placement of control nos. and attributions statement). These mechanics are spelled

out in detail in the guideline. I will be happy to answer any specific questions the Secretaries may have.

### III. Production

- A.  
#3. Concerning production -- Shouldn't the analyst get to proof his work before it goes into print?

If this question is directed at those reports edited by Pss (and not those that go out directly from the divisions), it has always been our policy and our practice to show the analyst -- and get his approval of -- the final version of a report. On occasion, mostly by request, we have dealt with the branch chief, but with the understanding that the analyst be shown the changes made.

B. Some "notes" in the past have not been seen by the P.I. before HQ is calling about some inadvertent error.

I can't say this hasn't happened but it is relatively rare. In the case of notes, the P.I. doesn't "proof" the final typed version, but always sees the text -- and graphics -- of what will be the final version.

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